



DEPARTMENT OF THE NAVY  
NAVY RECRUITING COMMAND  
5722 INTEGRITY DR.  
MILLINGTON, TN 38054-5057

COMNAVCRUITCOMINST 5310.1B  
N12  
13 May 2009

COMNAVCRUITCOM INSTRUCTION 5310.1B

From: Commander, Navy Recruiting Command

Subj: POSITION MANAGEMENT PROGRAM

Encl: (1) Position Management Guidance  
(2) Position Management Evaluation, NAVCRUIT 5310/2  
(3) Position Management Checklist

1. Purpose. To establish an effective Position Management Program within Navy Recruiting Command.

2. Cancellation. COMNAVCRUITCOM Instruction 5310.1A.

3. Scope. This instruction applies to the organizational structuring of total force manpower billets that includes military, civilians, and contractors. The Position Management Board (PMB) was established to review requested modifications to all types of currently established billets/positions, requests for additional federal service civilian positions/personnel and requests for additional contract positions within NAVCRUITCOM. All requests to convert a "non-supervisory" position to a "supervisory" position will be reviewed by the PMB to address issues related to supervisory/employee ratios, supervisory layering, etc. The management of civilian positions shall be responsive to the needs, policies, and goals of the command. The PMB is set up to review and make recommendations on position management as related to authorized levels of resources for civilian positions.

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4. Policy. The policy of this command is to ensure the most cost effective use of manpower, and to vigorously pursue a Position Management (PM) Program. Position utilization and organizational structures will be compatible with and support equal opportunity programs. The BUPERS High Level Review Board will exercise approval authority over civilian positions classified as Pay Band 3 under the National Security Personnel System (NSPS).

5. Objectives. The objectives of the NAVCRUITCOM PM Program are as follows:

- a. Establish a billet/position structure that will best serve missions and functions by providing optimum balance, retention, and motivation of competent personnel.
- b. Avoid billet/position actions that will unnecessarily increase payroll costs for a given mission, or will increase the relative proportion of managerial and supervisory positions to total subordinate personnel assigned.
- c. Ensure billets/positions authorized are required and are used in the most effective and efficient manner to accomplish assigned functions.
- d. Eliminate, upon vacancy, those billets/positions when the duties can be redistributed, eliminated, or reduced in cost without seriously affecting the accomplishment of essential functions.
- e. Ensure the duties and responsibilities of billets/positions are clearly delineated and do not conflict with or duplicate the duties of other billets/positions.
- f. Prevent or eliminate such common organizational faults as unnecessary fragmentation of functions, grade accretion, continued use of outmoded work methods, and inefficient distribution of manpower.

6. Responsibilities

a. Managers. Accountability is required from managers at all organizational levels through direct involvement in the PM Program process. Enclosure (1) is a guide to acceptable position management criteria and processes to be used command wide.

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b. First Level Supervisor. The First Level Supervisor shall:

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(1) Ensure the effective and efficient structure of assigned billets/positions and the accuracy of civilian Position Descriptions (PDs). The supervisor's certification on the PD cover sheet (Optional Form-8 or DD Form 2918) indicates this

responsibility. Consideration should be given to the organizational structure; and the number, types, and pay bands of positions required to accomplish the mission within the assigned Full Time Equivalency (FTE) and funding target constraints.

(2) Prepare PM packets for review by the PMB per this instruction's submission criteria. It is the supervisor's responsibility to ensure all required forms and documentation are properly prepared, justification supports the PM request, and accurate Billet Identification Numbers (BINs) and Billet Sequence Codes (BSC's) are identified for funding offsets.

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(3) Submit PM packets through the chain of command for appropriate endorsement prior to submission to N12 and in sufficient time to ensure timely receipt by N12 per this instruction.

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c. Position Management Officer (PMO). The Director, Civilian Human Resources Liaison Division, N12, is designated as PMO. The PMO shall:

(1) Develop and administer the PM Program and serve as the primary advisor within NAVCRUITCOM on all civilian personnel matters. Maintain close coordination with the NAVCRUITCOM Comptroller and the servicing Human Resource Office (HRO).

(2) Review all Requests for Personnel Action (RPA) to determine the concordance of the action on approved or planned position management studies/reviews and other management actions; ascertain the requested action is within FTE target constraints; ensure the requested action complies with position management and management engineering standards; and determine if the requested action should be reviewed by the PMB. The PMO will distribute packets via email to PMB members with all documentation for review prior to convening the PMB each month; and ensure all required paperwork is forwarded through the proper HR channels for processing of any final actions approved by the PMB for implementation.

(3) Maintain complete position management records.

(4) Ensure changes approved by position management reviews and evaluations are implemented.

(5) Evaluate the effectiveness of the PM Program and direct corrective action where appropriate.

(6) Convene special meetings of the PMB as needed. Minutes from meetings will be recorded and kept on file by the PMO.

(7) Conduct position management reviews and studies to ensure program compliance. The PM Program is directed toward the control and utilization of appropriated funded civilian positions. Related military billets and/or contractor requirements will be considered during position management reviews and studies.

(8) Maintain coordination with the military manpower analyst and contract employee coordinator to stay abreast of such requirements and avoid possible overlap of functions.

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d. PMB. Shall review all requests submitted per the procedures set forth in this instruction to determine validity of request and approve or disapprove requested action. The PMB shall convene monthly or as directed by the chairperson. A review of civilian recruitment activity as reflected on the command's Current and Aged Vacancy Report will be conducted monthly during the PMB meeting. The chairperson will determine if a quorum exists to convene the PMB. The PMB is responsible for ensuring the review process and the decision to approve or disapprove requests submitted for consideration are based on NAVCRUITCOM mission needs and sound management principles. The PMB shall consist of the following:

- (1) Deputy, Navy Recruiting Command - Chairperson
- (2) Chief of Staff - Voting Member
- (3) Department Heads - Voting Members
- (4) PMO - Facilitator/Advisor
- (5) Special Assistants (as required) - Advisors
- (6) Equal Employment Opportunity Officer - Advisor
- (7) Recorder (provided by PMO)

7. Action. Region Commanders, Department Heads, Special Assistants, and District Commanding Officers will:

a. Provide to the PMO, in writing for appropriate staffing and/or action, full justification for all requests to establish, increase or decrease level of responsibility (i.e. rate of pay; fill vacancies; and reassign or change the organization and/or duties in existing positions.

b. Ensure the use of temporary hires is predicated on either unexpected work requirements, authorized absence of permanent personnel for short durations, or an unprogrammed new mission requirement that cannot be accomplished by current personnel assets. If the proposed duties are such that they will be regular or recurring, the use of temporary hires will not be authorized.

c. Ensure supporting documentation for position management actions requiring review/approval by the PMB are submitted to the PMO no later than five working days in advance of the scheduled board meeting. Requests received after the deadline or with incomplete required documentation will be reviewed at the next regularly scheduled PMB.

8. Procedures. Requests will be submitted to the PMO, N12, with the following:

- a. Position Management Evaluation NAVCRUIT 5310/2
- b. Copy of Position Management Checklist (Enclosure (3))
- c. Copy of current PD (for civilian positions) (R)
- d. Copy of Statement of Work (SOW) (for contract positions)
- e. Original of proposed PD (including DD 2918) with appropriate signatures
- f. Copy of current and proposed Organizational Chart(s) and Functional Statements
- g. Original Request for Personnel Action (RPA) with appropriate signatures
- h. Memo prioritizing multiple submissions if more than one issue is presented for review

- i. Copy of manpower listing
9. Forms:
- a. RPA is a Standard Form 52.
  - b. Position Management Evaluation, Supervisor's Evaluation is NAVCRUIT 5310/2 (sample enclosure (2)).
10. Point of Contact. For questions or assistance, please contact the Director, Civilian Human Resources Liaison Division, N12, at (901) 874-9179.

/s/  
R. R. BRAUN  
Deputy

Distribution:  
Electronic only, via  
<http://www.cnrc.navy.mil/Publications/directives.htm>

Position Management Guidance

1. Considerations in Billet/Position Structuring. The material below identifies items to consider when designing billet/position structures and/or when performing a PM evaluation.

a. Consider all available sources of manpower when structuring organizations. Activities accomplish workload through a combination of military, civilian, and contractor personnel efforts. Ensure assignments of workload to civilian positions are commensurate with the overall structure of the organizational unit. Do not shift workload from military billets to civilian positions when appropriate military skills and capability exists. Civilian positions, duties, and responsibilities should not conflict with contractor efforts. Military billets and civilian positions used in monitoring or evaluating contractor performance should be kept at a minimum.

b. Ensure a sound and economical proportion of managerial and supervisory positions to non-supervisory positions. Keep the number of managerial and supervisory positions in each segment to a minimum - no more than what is actually required to plan work, check performance, and give guidance on unusual assignments. The number of levels of supervision should be kept to a minimum. Use experienced staff members to provide technical supervision for trainees.

c. Ensure a balanced proportion of senior, journeyman, junior, technician, and support positions. Maintain a proportion that is closely related to the frequency with which tasks calling for skills of each type occur in the organization's normal workload.

d. Ensure a reasonable relationship between the numbers of trainees and juniors and the estimated replacement needs for journeyman and seniors. In setting this relationship, predictable retirements, resignations and transfers, loss of experience, expansion needs, the availability of trained replacements in the labor market, and the training time required to achieve journeyman and senior performance should be taken into account as well as deletion of duties.

e. Ensure a clear delineation of work assignments and job-to-job relationships. Overlaps, conflicts, unnecessary organizational fragmentation, and ambiguities should be avoided. Duties assigned to positions should be consistent with the

functions assigned to the organization in the command's organization manual.

f. Ensure clear justification for full-time deputy or assistant positions. Assistant positions should not be established when the span of control over subordinate positions allows the principal time to perform such duties. Generally, an assistant position is readily combined with a second position, most frequently the position of head of a major subordinate unit. A deputy is responsible for the entire authority of the principal billet/position, except as otherwise delineated by the principal. Deputies are not to be established for the sole purpose of "continuity," civilian affairs, etc. The deputy is expected to assist in managerial decisions/interface based on present or future considerations, and is not expected to relieve the principal of required managerial accountability.

g. Ensure well-defined career ladders for those occupations, which provide candidates for key positions in the organization. Such ladders need not be completely within the organization itself if opportunity exists for rotation among other codes.

h. The majority (51 percent) of the work of a position should be equal to the salary range (i.e., level of responsibility) within the pay band of the position.

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i. Higher level responsibilities should be concentrated in the smallest possible number of positions.



<b>POSITION MANAGEMENT EVALUATION</b>	
From: (Request's Name, Title and Organization)	
To: Position Management Officer (N12)	
Organization Location:	Proposed Position Title/Series/Pay Band/Salary Range:
<b>APPLICATION OF POSITION MANAGEMENT STANDARDS</b>	
Rationale for establishing New or Revised Position:	
<input type="checkbox"/> New functions or responsibilities (explain and state authority in remarks).	
<input type="checkbox"/> Organization change (attach before and after charts).	
<input type="checkbox"/> Addition of supervisory duties (state in remarks why necessary and what is supervisory ration).	
<input type="checkbox"/> Other (specify in remarks, e.g. reestablishment for recruiting, amendment, application of new standard, etc.)	
Remarks:	
Source of Duties and Responsibilities:	
Impact on Military and Civilian Interface, if any. (Ensure clear justification for full-time Deputy or "Assistant to" position.)	

**APPLICATION OF POSITION MANAGEMENT STANDARDS** (Continued)

Source of FTE for Position (Identify BIN and BSC as appropriate)::

Source of Funding for Position (Identify BIN and BSC as appropriate)::

Requesting Official's Typed Name  
and Title: (Commanding Officer,  
Region Commander, Department Head,  
Deputy, or Supervisor)

Signature:

Date:

**DEPARTMENT HEAD/REGION COMMANDER ENDORSEMENT**

Recommendation:

☐

Approved.

☐

Disapproved.

Comments:

Typed Name and Title:

Signature:

Date:

**COMPTROLLER'S ENDORSEMENT**

Recommendation:

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Approved.

☐

Disapproved.

Comments:

Typed Name and Title:

Signature:

Date:

**POSITION MANAGEMENT BOARD CHAIR ENDORSEMENT**

Recommendation:

☐

Approved.

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Disapproved.

Comments:

Chairperson, Position Management  
Board:

Signature:

Date:

<b>APPLICATION OF POSITION MANAGEMENT STANDARDS</b> (Continued)										
<b>Position Management Officer Endorsement</b>										
Comments:										
Typed Name and Title:	Signature:	Date:								
<p>Submit original plus <u>one copy</u> of this request and the following:</p> <table><tr><td>(1) Position Management Checklist (encl (3)</td><td>(5) Original RPA</td></tr><tr><td>(2) Current PD or SOW</td><td>(6) Memo prioritizing</td></tr><tr><td>(3) Proposed PD (including DD 2918)</td><td>multiple submissions</td></tr><tr><td>(4) Current and proposed organizational charts and functional statements</td><td>(7) Copy of Manpower listing</td></tr></table>			(1) Position Management Checklist (encl (3)	(5) Original RPA	(2) Current PD or SOW	(6) Memo prioritizing	(3) Proposed PD (including DD 2918)	multiple submissions	(4) Current and proposed organizational charts and functional statements	(7) Copy of Manpower listing
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Position Management Checklist

TO ACCOMPANY THE POSITION MANAGEMENT EVALUATION FOR ALL REQUESTS TO RECRUIT, REDESCRIBE, IDENTIFY A HIGHER LEVEL OF RESPONSIBILITY, OR ESTABLISH NEW POSITIONS. (PLEASE ANSWER QUESTIONS COMPLETELY, ADDITIONAL PAGES MAY BE ADDED AS NEEDED.)

1. Is this a managerial position? \_\_\_\_Yes \_\_\_\_No
2. Is this position critical to the assigned mission of the organization?  
\_\_\_\_Yes \_\_\_\_No
3. Are the presently described duties of the position compatible with the assigned mission of the organization? \_\_\_\_ Yes \_\_\_\_No
4. Are there other positions within the specific work area that are performing similar work? \_\_\_\_Yes \_\_\_\_No If yes, provide the following for each:

_____ BIN/BSC	_____ Position Title	_____ Series/Pay Band	_____ Name (If encumbered)
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5. Can these duties be reallocated to other civilian or military personnel?  
\_\_\_\_Yes \_\_\_\_No If not, provide brief justification.
6. Is the position being recruited for at the lowest entry level? \_\_\_\_Yes  
\_\_\_\_No If not, provide brief justification.
7. If this request is to re-describe, reclassify, identify a higher level of responsibility, or establish a new position; complete the following.
  - a. What responsibilities or duties have changed that warrant this request?
  - b. What changes in policy, program, or operations required change in the duties and responsibilities of this position?
  - c. Who tasked or where did the additional duties originate?
  - d. What other options were considered?
  - e. Identify vacant position(s) that could be used to offset this new position/increase in salary range:

_____ BIN/BSC	_____ Position Title/Series/Pay Band
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